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17 March 1964

OTR'S AREA TRAINING PROGRAM

1. This paper describes OTR's Area Training Program. The attachments (Tabs A - F) fill out certain topics, as indicated.

Courses

2. Almost the entire effort is concentrated on the Americans Abroad Orientations (AAO's). These run two to four and one-half days full-time and are now offered on 78 countries. The only other regularly presented course is the one-week full-time China Familiarization. Secondary attention is given, when possible, to special requests for one-time briefings on special area themes.

3. The AAO's (Tab A) are intended to speed up the overseas adjustment of personnel and dependents 16 years of age and over, who are outbound to a particular area for the first time. These courses guide students toward an understanding of the foreign community of assignment, particularly in respect to its structural relationships, current development, and major problems, both domestic and foreign. In addition, the AAO's (as the name emphasizes) alert students to the character of the local nationals and provide guidance on American behavior calculated to promote effective personal and professional relations.

25X1A 4. These courses are mandatory for employees assigned to a given area for the first time, under the DDCI's [REDACTED] dated 23 October 1963 (Tab C).

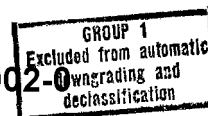
5. The China Familiarization Course (Tab E), for which we share responsibility with the Language Staff, seeks to provide a basic understanding of the political, economic and historical factors shaping contemporary China on the one hand, and practice in the fundamentals of pronunciation and dictionary use of the language on the other.

Staff

6. The staff consists of five instructors and one training assistant-secretary. Of the five instructors, three are chief instructor-area specialists, each with responsibility for two major regions of the world.

25X1A 7. The Middle East and Africa are assigned to [REDACTED] Far East 25X1A  
25X1A and South Asia to [REDACTED] and Free Europe and Latin America  
25X1A to [REDACTED] who also serves as Deputy Chief, Language  
and Area School, for Area Training. Another senior instructor, [REDACTED] 25X1A  
[REDACTED] discusses communist activities and capabilities for certain

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25X1A

sensitive areas, and has been working up talks on the government structures and political dynamics of two major European countries. The fifth instructor, [REDACTED] joined the staff (on contract) in January 1964 as an assistant instructor-area specialist for [REDACTED] areas of responsibility. By mid-summer it is hoped she will be prepared to substitute, as needed, in handling about five principal days out of the total of about 40 days of the instruction, in the courses for which he is responsible. The single regular clerical employee, [REDACTED] also serves as his secretary and as the sole training assistant to the five instructors. She is assisted by a recruit on loan from the Typing Pool, as available.

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#### Organization of Instruction

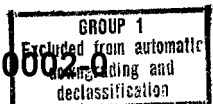
8. The Program was initiated in July 1955, underwent a major re-organization in 1959, and is still in process of development. It is one of only three area training programs in the government, in which the primary focus in the pre-departure orientation is on the individual country of destination. The Military Assistance Institute now offers about 45 country courses, with a staff of close to 20; the Agency for International Development relies almost entirely on reading guidance, taped debriefings of returnees, and their taped slide commentaries. OTR's Program is the only one which seeks to tailor its briefings to suit the varying needs and background levels of all outbound employees and adult dependents.

9. The primary - and almost overwhelming - task faced by each of the three instructors is to find time and energy simultaneously to deepen his understanding of 18 to 37 countries, scan the current literature on each, assess the current trends in each, develop various teaching aids for each, debrief returnees from each - and still find time to teach an average of 20 hours a week. Scheduled courses for a recent week - prior to the beginning of the peak spring season - are listed in Tab D.

10. The task is all the more demanding because each instructor carries all the teaching himself. He aims for the maximum integration and balance of presentation, which our experience has proved cannot be achieved with visiting lecturers. The Peace Corps is apparently the only other agency tending toward a concentration of the teaching load in the hands of its own staff. OTR's problem is aggravated by the physical separation from the Headquarters Building, making it almost impossible for the area instructors to cajole returnees into coming down to [REDACTED] to meet with a class. Hence they must generally be debriefed, and taped if possible, at Headquarters. Sample course curricula are shown in Tab E.

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11. A powerful assist to each instructor in "staying on top" of his subjects comes from the field refresher trip, providing varied resources and a ring of authenticity to his briefings. Each chief instructor has

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25X1A

had one such trip to his areas; a "second round" is scheduled to begin with [REDACTED] in FY 1965. Questionnaires to support the briefing material on desirable American behavior in the field were used successfully by the last two travellers (example, Tab F).

12. The Program Chief of course also carries the responsibility for planning and directing the Program; in addition he serves as one of the two Deputy Chiefs of the Language and Area School. His geographic areas happen to impose the largest share of the overall teaching load - about 44% of the total teaching man-hours in FY 1963 (Tab B).

25X1A

13. An increasingly stubborn task is to accommodate the growing number of registrants, and to do so under the long-standing ground rule that OTR will schedule courses on demand. As all Agency hands become aware of the DDCI's directive [REDACTED] and the DD/S works to enforce it, OTR finds it ever more difficult to accommodate all requests. Persons unable to join others destined for the same area, because of conflicts with other training dates or processing requirements, are turning up for individual briefings with increasing frequency.

#### Area Roundtable

14. The Inter-agency Roundtable on Area Training was organized by OTR and FSI in 1959, and now represents about 12 agencies. It meets monthly, providing a forum for professional discussion as well as means of exchanging information related to area training.

#### Results

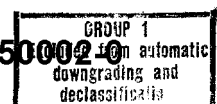
15. In FY 1963 the AAO's were attended by [REDACTED] employees and dependents, 25X9 an increase of 42% over the prior year and 174% over FY 1960. In the current fiscal year, enrollments to date are up about 50%. The number of classes last year was 213, up 26% over the prior year, and 200% above FY 1960. Since 1960, the number of dependents has risen twice as rapidly as that of employees. Further data on AAO performance and a discussion of problems are summarized in Tab B. Registrations in the China Familiarization Course last year totalled 15, for two classes.

25X9

16. Despite the steady and rapid growth of enrollments in recent years, a recent check by C/PPS disclosed that, over a two-month period, 18 employees outbound to a given area for the first time failed to attend the AAO, compared to a total of [REDACTED] who did attend. Since we have only rarely had to turn down a request, the responsibility for these failures to register must be laid at the door of training officers or supervisors imposing unreasonable processing deadlines on outbound personnel. A pioneering effort toward better communication with supervisors and support personnel

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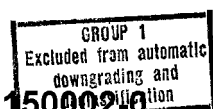
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within one division is reflected in the recent memorandum of understanding with DC/WH (Tab C).

17. OTR's success in communicating the AAO message to all types of registrants is widely and gratuitously attested by the students themselves. Perhaps the most telling testimony comes from the growing numbers of registrants with field experience, who now constitute at least half of total registrations. A significant further check on OTR's effectiveness is made by the instructor visiting the overseas posts, where he can relate Headquarters instruction directly to results, in discussions with supervisors and former students.

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TAB